

**GEORGE WASHINGTON ALUMNI ASSOCIATION
MINUTES OF THE BOARD OF DIRECTORS**

**Washington, District of Columbia
March 23, 2013**

A regular meeting of the Board of Directors (the “Board”) of the George Washington Alumni Association (the “Association”) was held in Washington, D.C. on March 23, 2013 at 10:00 a.m. local time. Present at the meeting were the following Board members:

Fred Bailey	Jacqueline Hackett
Aaron Binstock	Mark Hughes
Karl Boettcher	Michael LaPlace
Beverly Bogerty	Buddy Lesavoy
Christopher Bright	Helen Li
David Brunori	Judith Lipner
Wes Burnett	Leslie Megyeri
Penn Chabrow (via teleconference)	Christine Morano Magee
Jay Cohen (via teleconference)	Brandon Muir (via teleconference)
Fiona Conroy	Larry Murphy
James Core	Ilisse Perlmutter
Morgan Corr	Paula Segal
Anne Cutler	Julia Susuni
Aaron Deer (via teleconference)	Jonathan Tarnow
Andrew Dixon	Jon Tollefson (via teleconference)
Kyle Farmbry	Yao Tyus
Harjinder Gill	James Walker
Jeremy Gosbee	Titilola Williams-Davies
Randolph Graves	

Mr. Core, the Association’s President, acted as Chair of the meeting and Mr. Tarnow, the Association’s Secretary, kept the minutes.

All of the above-named persons being present, the Chair called the meeting to order and announced that the Board’s meeting would proceed with the transaction of business.

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The first matter to come before the Board was a welcome and review of the meeting agenda by Mr. Core.

The second matter to come before the Board was a presentation by Mr. Tarnow of the minutes of the Board’s meeting of November 3, 2012. Those minutes were subsequently unanimously approved by the Board members in attendance. Mr. Tarnow further noted that the meeting packets also included, for informational purposes, copies of minutes of Executive Committee meetings of September 19, 2012 and January 28, 2013.

The third matter to come before the Board was the President's Report by Mr. Core. He reported that Board giving to the University as of March 20, 2013 was at 83%, with 47% of the gifts being at a leadership level and total contributions being \$367,079. He encouraged all Board members, as part of the Association's mission to create a culture of philanthropy, to lead by example and to make a charitable gift before the GWAA Annual Meeting in June such that he could report 100% participation at the end of the fiscal year. Mr. Core then noted that meeting participation by Board members had been outstanding over the last year, with 52 of 64 members already attending at least one meeting in person as required by the bylaws. He also observed that attendance via teleconference and webinar had been utilized more than ever before, and that overall, only three members of the Board had failed to attend a meeting in some manner during the last year. Mr. Core then expressed thanks to the Vice Presidents and committees for their ongoing work in respective areas on behalf of the Association. He commented on the record numbers of nominations for the Distinguished and Recent Alumni Achievement Awards, and a record number of applications for member-at-large positions on the Board. He thanked all who helped publicize these engagement opportunities to friends and colleagues within the alumni community. Mr. Core next welcomed and congratulated the Student Association President-Elect, Julia Susuni, noting that she had already served as the student representative during the past year under the previous Student Association president's appointment. He then reminded the Board regarding upcoming events, including the Outstanding Alumni Service Awards on April 18, 2013, and the GWAA Annual Meeting on June 6, 2013.

The fourth matter to come before the Board was the President-Elect's Report, which was provided by Mr. Core as Steve Frenkil, President-Elect, was not in attendance. Mr. Core remarked that Mr. Frenkil was unable to attend the meeting due to the recent passing of his mother, and noted that a condolence card was available for all Board members to sign. He then described how Mr. Frenkil and he were preparing for their transition to occur at the GWAA Annual Meeting, and that Mr. Frenkil was actively representing the alumni community on the University's search committee for a new dean of the Columbian College of Arts and Sciences.

The fifth matter to come before the Board was the report of the Vice President for Financial Affairs and Treasurer by Mr. Murphy. He noted that the annual budget showed no material changes from what was presented at the previous Board meeting in November 2012, although its presentation was routinely tweaked to provide both an accurate and useful snapshot of the Association's financial position at given points in time. He also provided and explained summaries of the Association's investment accounts.

The sixth matter to come before the Board was the Alumni Relations and Development Report by Ms. Adrienne Rulnick, GW Associate Vice President for Alumni Relations and Development. She began her report with an acknowledgement of new staff members from the Office of Alumni Relations in attendance, including Amanda Leonard (Executive Associate to the Associate Vice President), Kate Schuster (Associate Director for Regional Alumni Programs) and Veronica Brown (Assistant for the School Alumni Programs). She next informed the Board regarding the transition of the alumni communications platform to Convio, including the online registration system for events such as the present Board meeting. Ms. Rulnick then reported that the Cherry Tree Yearbook Digital Archive was now available in Gelman Library, and described the updated

GW Alumni Printed Directory project that was underway. She remarked on the record number of applications for the GWAA Board and how the Office of Alumni Relations staff was developing a process with the GWAA nominations committee to facilitate engagement of those individuals not selected, particularly those whom the committee selected for interviews during the selection process. She next highlighted upcoming programs and events, and then reported the results of recent alumni survey that had over 2000 responses. Key findings from the survey included 76% of respondents indicating they promote GW “regularly,” with 86% having a “good” or “excellent” opinion of GW. In terms of respondents’ experience as students, 53% indicated the decision to attend GW was a “great” decision, and 91% rated it a “good” or “great” decision; 45% of respondents reported an “excellent” student experience, and 90% reported a “good” or “excellent” student experience. With respect to respondents’ experience as alumni, the number of “excellent” responses improved from 10% in 2010 to 14% in 2013. The survey results showed that the communications vehicles most often read by alumni were the GW Magazine and alumni email notices, and that alumni generally agreed that philanthropic donations have a positive impact on the University. The survey also indicated that alumni consider important: the University remaining academically competitive, attracting high caliber faculty and students, strengthening GW’s reputation, and providing competitive financial aid and scholarship opportunities. General discussion then ensued between various Board members and Ms. Rulnick about the survey and steps to be taken by the University in response to the survey results.

The seventh matter to come before the Board was a presentation regarding GW Career Services by Dr. Peter Konwerski, Senior Associate Provost and Dean of Students, Rachel Brown, Assistant Provost for University Career Services, and Robert Snyder, Executive Director of University Initiatives. Dr. Konwerski provided the Board with a background on the initiative to build a University-wide “career culture,” highlighting the gap analysis and model development that occurred in 2011-12, and describing the leadership engagement that occurred and continues to occur across various stakeholder constituencies. He then summarized the model for career services being implemented, which is designed to work across the usual silos of the University’s structure, and reviewed the process by which Ms. Brown came to join the University as Assistant Provost for University Career Services in February 2013. Ms. Brown then spoke to the Board about the vision statement adopted for GW Career Services, which is focused on translating world-class academic and co-curricular student experiences into lifetimes of productive and engaged citizenship. She reviewed the development of career success plans at the undergraduate level, career assessment and professional skill development activities that cut across admissions, Colonial Inauguration, and academic advising and curricula. Ms. Brown also summarized efforts to create coordinated, integrated relationship management with employers of GW students, interdisciplinary initiatives based on other University priorities and target populations, and other enhancements and modifications anticipated to take place over a three-year phased implementation plan. Mr. Snyder then spoke to the Board about the Career Services Advisory Council, including project teams focused on enhancing collaboration across the schools and current nine separate career services centers. He also informed the Board about the “Knowledge in Action” program, which involves competitive applications for funding of students in unpaid internships that are focused on the student’s career development. He further described ongoing development of a University-wide web portal for career services, and ways in which the

University was working to combine existing career services resources in the areas of relevant databases, directories, and technology. After a brief question and answer period with the Board, Mr. Core thanked the presenters for their continued work in this important area, noting the significant coordination of the last several years between the GWAA and the University that helped to bring about the revised and enhanced approach to career services.

The Board then recessed for lunch, during which current GW students participating in the Colonial Ambassadors program also joined the Board membership.

The eighth matter to come before the Board was an overview of the U.S. News and World Report reporting matter, and then an overview of GW's Strategic Plan, each by Dr. Forrest Maltzman, Senior Vice Provost for Academic Affairs & Planning. With respect to the U.S. News matter, Dr. Maltzman described to the Board how the reporting errors came to occur, and the actions taken by the University in response to the issue. He further provided the Board with updates on the University's admissions process and statistics for incoming applications, and described how admitted students were now being contacted in a proactive manner based on affinity and program interests identified during the admissions process. After a brief discussion between the Board and Dr. Maltzman regarding the U.S. News ranking and related admissions issues, he then turned to a review of the Strategic Plan, which was still in draft form pending final revisions and subsequent review by the Board of Trustees at its May 2013 meeting. He described how the Provost's office led the conversation about the Strategic Plan with various campus constituencies, and that the draft plan ultimately focuses on four areas: (1) globalization, (2) interdisciplinary studies, (3) policy leadership and development, and (4) citizenship (locally, nationally and globally). He then reported movement toward, and likely recommendation of a single undergraduate college for all newly admitted undergraduate students, which would be accompanied by broader development of cross-school curricula. Dr. Maltzman next highlighted an element of the plan that dealt with study abroad, specifically ways in which the University's study abroad experiences could be designed to be more deeply substantive, including situations where a student might combine a uniquely individualized study abroad experience with distance education in order to maintain a normal academic pace toward graduation. He also noted how the plan called for affinity housing to be part of new residence hall offerings. After some further dialogue between Board members and Dr. Maltzman, Mr. Core thanked him for his time and demonstrated willingness to engage with the GWAA.

The ninth matter to come before the Board was reports from the appointed Vice Presidents on their respective committee's activities and progress toward goals established during the August retreat. The Vice Presidents and committee chairs each called the full Board's attention to their respective portion of the Committee Goal Progress Report document, which was distributed in the meeting materials and the contents of which are incorporated by reference into these minutes. In addition to the information presented in that Committee Goal Progress Report document, which is incorporated herein by reference, Ms. Hackett, Vice President for Student-Alumni Initiatives, highlighted the success of the recent Student-Alumni Day of Service. Mr. Gosbee, Vice President for Nominations, reported 161 applications for Board seats in the current nominations cycle, from which approximately 30 persons were selected for interviews and final nominees would be presented for election at the Annual Meeting. Mr. Murphy informed the

Board that the finance committee was in the process of negotiating a new five-year affinity agreement with Bank of America, and was further exploring new affinity relationship opportunities that it hoped to bring forth to the Board in the coming months.

The tenth matter to come before the Board was a recommended slate of awardees, presented by Mr. Boettcher, a member of the Awards Committee on behalf of Mr. Burnett, Vice President for Awards, who had to previously depart the meeting for a family commitment. Following a review and discussion by the Board of the confidential slate of proposed awardees, on a motion duly made and seconded, the Board approved the recommendations of the Awards Committee.

The eleventh matter to come before the Board was consideration of proposed amendments to the Association's bylaws, which had been previously reviewed and considered by the Board's executive committee. Mr. Gosbee described and explained the proposed amendments, including certain revisions to the stated missions of the Programs Committee and Nominations Committee, clarifications regarding the role and term of Parliamentarian, clarifications regarding the impact of a Board member being appointed or elected to an officer position, and certain other matters specified in materials distributed to the Board in advance of and during the meeting. During its discussion of the proposed amendments, the Board agreed by appropriate motion and votes to also incorporate into the proposed amendments a change in name for the Nominations Committee to the Nominations and Governance Committee (and all related references within the bylaws), and to further modify the proposed amended mission statement for that same committee. At the conclusion of the discussion, on a motion duly made and seconded, the entire slate of proposed amendments, as further amended during the meeting, was approved by the Board with instructions to the Secretary to revise the published bylaws accordingly.

The twelfth matter to come before the Board was the call by Mr. Core for any final thoughts or comments from members of Board. After brief comments by several Board members as to the productive and good-natured quality of the meeting, on a motion duly made and seconded, a vote to adjourn the meeting occurred at approximately 3:50 p.m.

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The foregoing is a true record of the proceedings described herein and has been reviewed and approved by the Board, which gave authority to the undersigned to so authenticate.

Name: Jim Core
Date: